

## Larry Rodo

**The Race is Ours to Win/Canada Presentation/Jan. 24, 2010 (approx. 38 minutes with video)**

Good evening. It is **always** good to be home. There are so many, **many** good memories here. **I've said this before and you know it already: Canada will always hold a special place in my heart.**

[Pause.]

In this life **everything changes**. **Nothing** lasts forever. Order tends toward disorder. As the millennia pass, islands rise from oceans. Mountains are birthed from flatlands. And the monuments we so carefully construct eventually crumble into dust. As human beings, we operate under the assumption that what we do will last. Pulitzer-Prize-winning author Ernest Becker, in his seminal book, *The Denial of Death*, discussed what he called “the vital lie”: man’s refusal to accept his own mortality. We fail to confront this in many ways throughout our lifetime in the things we tell ourselves that we **imagine** will always be true. We tell ourselves we will always have our **health**, that we will always be as successful as we are on **this day**, that our lives will work out for the **best**. There are times when we consciously make decisions that lead us to success, while at other times we leave our **future** in the hands of **fate**.

Tonight I ask: **Where are you** on the spectrum of destiny? Is your existence left fully in the hands of fate, or at every turn are you the **architect** of your destiny? The truth for **all of us**, I suspect, lies somewhere in between. The best we can hope for, much of the time, is to live our lives **honestly** and **consciously**, to be aware of **what we do, why we do it and how we do it**. Now, **more than ever**, both as individuals and as Brink's employees, we must live our lives **consciously**.

**Winners always win**. They win because they know **nothing else**, because to them defeat is a concept involving **failed logic**. **It does not make sense**. Winners **cannot imagine** an outcome **other** than to win. When they are set back it is a **surprise**. It makes them **angry**, and they vow it will **never happen again**. Winning is not a decision made in their **heads**. It is a forgone conclusion arrived at **in their hearts**.

I look around this room and I see **promises**. Promises held in abeyance, promises kept, and promises yet to be made. **Whether you realize it or not, we make a promise to this life every day we are alive**. I'm asking **you** to keep that promise at **Brink's**. I ask you this because I cannot overstate the **responsibility** we have **right now** to this Company and to each other. We must take this job **seriously** and **personally**, because there are **many lives** that depend on the work we do. We are accountable to our budgets and to our quarterly projections. But it is **so very much more than that: We are accountable to ourselves**. **Every second** we have the ability to make the most fantastic promises to a life we could one day lead. **I believe we should make, and keep, those promises together**.

[Pause.]

There are many people operating in business around the world who look at last year and think, **“Wow, I’m glad we got through that.”** But I need to **share** something with you. Although 2009 is over, we are not yet through it, and we will **never** get through it, because the ways companies do business has **changed**. There will be **no more** afternoon-long lunches. The days where **one product** will be all a company needs to go on **forever?** The days where **the knowledge you leave college with** will serve you throughout your **career?** The days where you leave the university and have only **one** career? **Those days are gone. FOREVER!** There are **still** people in business who know this and think to themselves, “I just need to hold on a **little** longer. **Then** I can get out.”

**There is no one like that in this room.** In **this** room there are people with the **drive**, the **intellect**, the **staying power** and the **ability** to develop the solutions we need for a world that is changing at an ever-accelerating pace. The kind of people who, when things look dark, do not bury their face in their hands, but who **stand up** and **step forward, ready to claim their place in Brink’s history.**

**It will not be easy.** I don’t need to tell you that life at Brink’s is **different** from life at other companies. In our business the saddest times are not measured in numbers on spreadsheets, but in the number of funerals and memorial services, in the number of empty lockers and

empty truck seats when we lose one of our own. During the past 12 months I have **buried four Brink's employees**. I want you to hear their names: **Cresencio Borquez. Vincent Fernandez. Juan Salado. Michael Callon**. There is a plaque at the Canadian Head Office and in other Brink's offices around the world with the names of employees who have fallen in the line of duty. One of my fondest hopes is to **never add another name to those plaques**, to **never** have to plant another tree and **never again** have to bow my head in a moment of silence because one of our employees has been **taken** from us. I know **all of you** will continue to work together with me to make that a reality.

**Tonight is about challenge**. I challenge everyone here to be **better** and **smarter** than the competition, and **so much more** than that. I challenge you to be better than **yourselves**, **better than you have ever been**. Everyone here received **fantastic** gifts to serve them throughout their lives. **We must use those gifts every day**. We must amaze **each other** and **amaze ourselves**.

[Pause here.]

[HARD TALK SECTION]

**I'd like you all to listen to me very carefully**. I don't need to tell **any** of you in this room that 2009 was a difficult year. We **could** pat ourselves on the back and say we have done well **compared to other companies, compared to our competition**, compared to how much worse

we **could** have done. **That would be a mistake.** We all fell short. **It is a gross understatement to say that performance in the United States was not what we had hoped.** Then the global recession hit with its full force.

I know you have been briefed on the Canadian performance by Peter, Rose, and the Leadership Team. So **now** I want to talk about some end-of-year numbers from U.S. operations for a minute. Understand these **do** impact you and **everyone** around the world. **I think about these numbers every day, in part because I never want to see numbers like them ever, ever again.** Think about what they really mean, not as figures on a spreadsheet or merely compared to prior year or to plan, but the **numbers themselves**. Think about them in terms of what they would mean if this were **your money, because in a way it is your money.**

In the United States our OP was off by \$18 million. Losses totaled \$10 million. We had a revenue shortfall of \$85 million. Turnover of 28% at \$4,000 per person represented a cost of \$10.3 million. Fully developed Workers Comp. cost \$20 million. Legal costs amounted to \$8 million. Bad debt amounted to \$500,000. That is a **lot** of money, and **every dollar represents a stern reminder we need to continue to improve the way we do things at Brink's.** We cannot keep doing things the same way.

Michael Dan, our chairman, looks at a business unit and assesses it based on three factors: **The environment** [both economic and criminal], **competition**, and third, **management**. The ranking of these three categories always determines the success or failure of the business. If

management is the number one reason for problems, **you will not succeed**. I am pleased to report that the Canadian management, **you in this room**, have been identified as a reason why Canada is as successful as it is. **And for that, I thank you.**

Having said that, I am ultimately accountable for how the Company performs, so let me tell you what I am prepared to do **personally** to make sure we succeed. I am committed to this **Company, to this year, to the Path to 2015 and to every single one of you**. There is absolutely **NOTHING** I am leaving out, **NOTHING** I am holding back. That was my promise when I accepted my current position, and my commitment has only **INTENSIFIED** during the past year. I will give my all, and that is **EXACTLY** the same commitment I need from every single one of you. 2009 only made me **stronger**. What did it do for **you**?

Brink's is different in so **many** ways. When we speak of the Brink's family, it's not just business-speak. It is a real philosophy that permeates **every level** of the Company. It is an **attitude**, an **outlook**, an all-too-rare set of **values** that makes us the **envy** of numerous companies. **We are ethical, honest, true and solid**. The scandals that have tarnished the reputations of other companies **will not stain Brink's**. **That is not the way we are made**. There are companies where less is required, hundreds of thousands of them scattered across North America. **But Brink's is not one of those companies**. At Brink's we are held to a high standard of character, and of accountability, and for everyone in this room the bar is **much higher**. Brink's employees across this continent are watching. When we move, they step in line behind us. Even now, they are **waiting for us to lead**. We must lead on all fronts, **all at the same time**: We must have the right

strategies in place for our large **financial institution and commercial customers**, strategies that improve our **positions** with customers and keep the **competition** at bay. We must manage **governance and control**, rein in bad debt and ensure every dollar of shareholder money we spend is spent **wisely**. We must treat employees **at all times** with the **respect** and **dignity** they **deserve**. And we have to give them the **training** they need to make them better Brink's **employees** and better **people** — the training that improves their sense of self worth and makes them want to stay and work and **give us their all**. Class action lawsuits must become a thing of the past. Once in a while an employee will get upset and sue, but a **class action** is an indication that we have failed a **group** of people and failed them in such a way that they feel legal action is not just their **only** recourse, it is the **just recourse**. We must fix our IT systems and we must fix them **now**. Every IT failure costs money and goodwill with our customers, customers we are working **very hard** to keep. And we must ensure IT is a **strong partner** in developing the **next** generation of products that will drive the revenue delta of Brink's in the **future**. We had \$10 million in losses, nearly half of those being **internal**. At \$15 a stop, with an 18% branch margin, it would take us **3,745,000 stops** to cover those losses. \$10 million of losses, at 18% revenue, requires **\$56 million in sales**. \$10 million is **71 brand new trucks**. \$10 million is a **AAA branch**. These numbers are **real**, and they **hurt**.

Sometimes the reaction I hear is, *"I've heard those numbers, but Larry, that didn't happen in Canada. It happened somewhere else."* I want to emphasize that **it happened in the Brink's World**, regardless of geography or culture. If it happens in the **United States**, or **Brazil**, or **Poland**, **Russia** or **Greece** it still affects **all** of us. And it **doesn't mean** that if it didn't happen

here in Canada **this time** it will **never** happen. We are in a business where complacency is **never** an option. We must continually be aware of the most **miniscule deficiencies** and a multitude of **very real dangers**. I expect you to coach and mentor your teams to **never** become complacent. **Complacency and self-contentment are for the weak and the foolish**. They do not fit with a **winning mindset**, a **winning organization**. And it is more than that: In **our business**, complacency can not only cause us to **miss opportunities**, it may mean an employee **doesn't come home at the end of the day**.

Going forward, we must **spur innovation**. We must develop the products we need to remain relevant and stay ahead of the competition, perhaps **even ahead of competitors we are not aware of**. During the next five years, what percentage of our revenue needs to come from products we haven't yet invented? It is **imperative** we ensure we are not the sleeping giant that is outmaneuvered by a more nimble, flexible competitor.

I wish I could say the economy will someday be like it was before 2009, but I do not believe that to be true. We are certainly not the **only** company where executives responsible for the destiny of an organization employing thousands of people are having **serious conversations** about the year just past. But those are **other** companies, and this is **Brink's**. **Right now, I need to know what you're made of, what you're capable of**. Going forward, we must do things we have never done, and make **innovation**, **persistence** and **success** something we do not measure every year, or every quarter, **but in every moment we are alive**. I ask you to do this not just for Brink's, but for **yourselves**. For those who are **willing**, and who have the **commitment**, there is



**great opportunity** — opportunity to be remembered as someone who made a **difference**, who helped chart a new path for a Company that, in an uncertain world, is more relevant than **ever**.

[Pause here.]

In 2010 and the years that follow **we will amaze ourselves and each other**. We have the potential to create a company that will be studied and written about for **years to come**. **We will succeed, and we will do it together**. Both as a **company** and as **individuals** I believe **our best days are ahead of us**. Now, if we could dim the lights some, please, I'd like to **show** you something.

[The VIDEO will play here. It will end and the photos of the meeting participants come up on the screen, along with 3 minutes of the music from the video. During that time, Canada leadership will distribute the baton boxes. There will be 12 leaders, one for each table, so distribution should go quickly. While that is taking place, Glenna and Caroline will distribute baton boxes to the 12 Canada leaders. After everyone else has a box, and has returned to their seat, Glenna or Caroline will walk to the front of the room and hand you a baton (not in box). Once you have your baton, the music should have ended—although the photos will continue to rotate out.

You can put down the baton on the lectern or hold onto it and gesture with it while you resume your speech.]

## [BATON SECTION]

All of you have been given a box. Please put it aside for just a few moments.

In Brink's offices around the world you will find black and white photographs of the Brink's that **used** to be. Armored cars, determined Brink's employees. These photographs are a record of **where we have been**. They are the **Brink's legacy**, along with many of the **beliefs** and **values** we hold dear today. Someday, **years from now**, the employees of the Brink's that is **yet to be** will look at **our** pictures. **We have a responsibility greater than any individual in this room: to ensure our legacy is a proud one.**

All of us are here on this earth for a **short time**, and for **part** of that time we are **here. At Brink's. In Canada. In this room**. We are stewards of this Company, and with that stewardship comes great responsibility. As any good steward must, we must **protect** this Company during the time we are here. And someday we will **all** leave Brink's. When we do we will pass on our responsibilities and our legacy to those who come after us. Passing these responsibilities on requires a great deal of deliberation, followed by decisive action. I moved from **Canada**, but I didn't leave **Brink's**. I passed on my responsibilities to **Peter**, and I fully expect him to make this organization even **better** than it was before. **For more than 150 years this is how it has been done here at Brink's**. Through the turn of the previous century, through the first World War, the Roaring Twenties, the Wall Street Crash of 1929 and the resulting tumult of the Great

Depression, through World War Two, the Cold War and the Human Rights Movement, Vietnam and the 1990s recession, on to today. Brink's has **weathered the storms** and emerged **strong** and **competitive**. It will do so **again and again** in the years to come. **It will do so because of us and people like us, because of the people in this room** and the people who will one day **be** in a room very much like this one, because of people **who have not yet been born**.

Please take the box that was given to you a few minutes ago and put it in front of you. If you have not yet opened it, please untie the ribbon and open it **now**.

**[Pause here to make sure everyone has opened the boxes and there is no more noise.]**

This baton is a symbol of the responsibility we **all have** as **stewards** of this Company. The day will come when we will **pass this baton on** to those who will come **after** us. For **some** of us, those who have been with Brink's for many years, or who are preparing to enter the next phase of their lives, we may pass our baton **soon**. For others, it may be **many years from now**. **But today we hold the baton**. Today **we** must run as **fast** and as **hard** as we can. Your baton is marked with your name. That baton is **yours** and it, and the responsibilities that go **with** it, are **no one else's to carry**.

**Right now I want you to pick up your baton, to hold it in your hand. If you are with me on this journey, if you are ready for the responsibility for the future of this Company, I want you to stand right now and stay standing for a few moments. Don't be embarrassed. Don't worry**

**about standing out. Right now, we all stand together.**

[Pause and survey everyone standing, looking around the room from one side to the other, making direct eye contact whenever possible and nodding your head, silently acknowledging everyone.]

**We will succeed.** Not because of the **operating capital** of this Company, in which we are fortunate. Not because of our **products**, which are the **standard** for the **industry**. Not because of our **offices** and our **branches**, which serve us well. Not because of our **trucks** or our **equipment**, which serve and protect us while we do business. We will succeed because **we are the people against whom other people are measured.** Because when we stumble, and occasionally we will, we rise **stronger than before**. And when we make mistakes, and we will, we **do not make that same mistake again**. Our **troubles** and our **talents**, our **missteps** and our **master strokes**, our **setbacks** and our **successes**. **All of these are what we build upon. All are the fuel that drives us ever onward.**

Our pace must be **swift**, our steps **certain**, and our **goals** — the numbers, strategies, and objectives that make this business work — must **always** be squarely in sight. Do not be afraid of dropping the baton. That doesn't disqualify a runner. What matters is how quickly you **pick it up again** and **run forward**, making up any time you have lost. **Let there be no doubt: The starting gun has sounded, and the race is on.** We will run **smart** and we will run **hard**, at **full speed**. We will focus on finishing the race **faster** and **smarter** than **everyone else.**

**The race is ours to run and we must run as hard as we can.** Victory is to the **swift**, and as I look around this room I see the **fleet**, the **strong** and the **sharp of mind**. We can see a way **through** when others **cannot**. The road stretches ahead of us. There is no end in sight. There will be twists and turns, but we will handle them with **relentless determination**.

Achieving success in business is a race that never ends. In 2009 the global business terrain changed dramatically. Now we must run **faster**, often **uphill**. The ideas we have generated and the level of performance that served us well in years past are **no longer enough**. The **next** generation of leaders is watching the example we set **today**. We must develop new strategies and revise our perspectives to meet the challenges of this new world, **this new race. We can do it, and we will do it as a team**. Together we are **stronger, faster and more agile**. **Look around you now, at everyone standing in this room. These** are the people you can **depend on**, the members of the team **that will not fail you**. The road is **uncertain**, and the race will be **long**, but **you will never run alone**.

[Pause.]

**Please be seated.**

## [IN CLOSING]

In closing, I want to **thank you** for listening to my remarks tonight. No doubt you all have heard company speeches before, filled with metaphors all meant to motivate. But then the evening ends, and we all file out of the room, and in a few days, if we are not **very, very careful**, we could find ourselves doing much of what we were doing just a few days ago. **We cannot do that anymore.** The enthusiasm many of you feel tonight is but a shadow of what it will take to ensure Brink's thrives in the years to come.

**I believe everyone in this room is inspired by the challenges that lie ahead.** We will reinvent **ourselves** in the same way we reinvent our **processes**. And we will change ourselves with the same peculiar mix of **passion** and **detachment** we use when contemplating a Company realignment. **This is the time** for us to define a new philosophy for this Company. Your **talents** and your **spirit** are **key** to setting in motion a new way of doing business. Make no mistake: **These are the days we will long remember**, and **now** is the time for **all of us** to do what we have not yet done, to find within ourselves that which we may sometimes doubt, **but which we know is there.**

When the great books of history are written, it is fair to say that most of us in this room, **myself included**, will likely not be remembered as the great historical figures of this century. **That does not matter.** In every moment we have the opportunity to outshine what we have done in the past, and every day we have the opportunity to do the **best work of our lives. I'm asking you to**

do that now and every day after tonight.

**On the last day of your life, what do you want to have accomplished? What is the legacy you will leave behind?** Tonight, I ask you to begin to keep the promises to **yourselves** you might not have realized you were **capable** of **making**.

Let us go forth from this room, from this evening. Let us go forth with a **renewed spirit** and with a **stronger faith** in all the things that, at our **core**, we know to be true. Let us hold our heads **higher** and let our vision be **clear**. It is a **new year**, a **new opportunity** to be what we have not been before **this night**, before **this moment**.

In this world few things are certain, **but this is certain: You can count on me**, and I **know** I can count on **you**. Wherever you go, whatever you do, you do not go alone. The Brink's family goes **with** you. **Now is our time**. **The sun will not set on Brink's. Not on our watch**. **For all you have done, and for all you have yet to do, thank you**. Good night.